



LCA Staffing Assessment Recommendations

Lehigh County Authority

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Staffing Assessment Programs



Staffing Assessment Key Components



PRACTICES

Current Processes:

Efficiency?
Effectiveness?
Performance metrics?



TECHNOLOGY

Program Areas:

Lacking tools?
Efficient tools?
Time-saving tools?
Reduce manual tasks?

ORGANIZATION

People:

Numbers?
Knowledge?
Skills?

Cultural:

Benefits?
Barriers?

Technology and Data Master Plan

Overarching Themes in Staffing Assessment

1. Multiple non-integrated systems
2. Data accessibility and quality (insourcing vs. outsourcing)
3. Software purchasing governance
4. Training and change management
5. Limited SOP's on how systems should be used

Data / IT Governance Plan

- Assessment of current and planned systems
- Data architecture mapping
- Governance framework for technology investments
- System integration and redundancy review
- Data quality, reliability, and accessibility assessment
- An established IT/governance plan establishes committees and assigns roles

Asset Management – CMMS Evaluation



Process development and documentation 1

- Evaluate limitations and gaps
- Assess field staff
- Clarify process in Cityworks
- Evaluate current non-tech issues

Continued analysis of CMMS pain points 2

- Document how issues will be solved
- Document desired outputs and goals
- Consult stakeholders on needs

Resource and time management 3

- Evaluate potential time reduction
- Evaluate required resources and training.

AM/CW Recommendations - Process



Recommendation

Develop Project Success Criteria as an evolution of current Project Excellence program

Three Focus Areas:



Schedule

Are we on time?



Budget

Are we on budget?



Scope & Quality

Are we delivering as promised?

 *Concision is key (10 metrics max) to ensure clarity and focus.* 

Capital Planning and Delivery



Opportunities

With the support of Project Success Criteria:

- Adopt more precise scheduling and planning starting from project creation
- Account for common delays in procurement and permitting (more active approach)
- Align practices across project management team
- Continue to evaluate and improve project performance metrics

Reassess project workload, by project manager, once other changes have been adopted

Staffing Recommendations Summary



Lead Program Administrator



5 Lead Program Utility Technicians



3 Sewer Program Utility Technicians



I&I Engineer



Business / Rate Analyst / Funding

Staffing Recommendations – Lead



Add Lead Program Administrator

Repurposing of approved headcount (instead of a Lead-focused CSR)

Role Summary

- Service both Allentown and Suburban, unlike CSR
- Support with programmatic needs (workflow adherence, task tracking, and coordination)
- Preference to Spanish-speaking candidate
- Serve as an operational admin managing program strategy
- Receive Lead calls as escalation from CSR team, creating a single point of contact
- Support community outreach for Lead program

Staffing Recommendations – Lead



Add 5 FTE Utility Technicians

- 4 FTEs for lead field work in Allentown
- 1 FTE for Suburban Division canvassing

Justification

- Lead program is new and ramping up
- Lease concession work paused as technicians focus on lead related tasks (Concession compliance metrics achieved using banked work from previous years)
- Backlog of leaking service line repairs
- Cycle 1 work is important to prioritize for pilot study data
- Overtime reduction and work/life balance improvements (10,000 hours of overtime in 2024)

I&I Program Overview



Current State

- Requires formalization of DEP feedback on Act 537 Plan (expected to be received in 2026)
- Internal insourcing costing data incomplete; reliance on contractors for most work
- High contract costs, minimal bids; SSES pilot in progress

Desired Future State

- Formalized DEP protocols, SOPs for long-term monitoring/quantification of I&I reduction
- Established public/private I&I flow model to understand contributions
- Strong in-house capacity for manhole rehab, inspection, SSES

Path Forward

- Document results of Trout Creek Study, secure DEP alignment on reduction protocols
- Improve cost/labor data; benchmark contractors
- Use SSES pilot to guide program strategy and future staffing plans

Staffing Recommendations – I&I



Potential to In-source Select I&I Activities

In-sourcing Evaluation Summary (Active Contracts)

Current contracts evaluated: **\$9,046,897**

Total Contractor FTEs: 10 FTEs (estimated based on work to date)

Contract In-sourcing Opportunities (through 2028)

- **SSES Contracts:** \$2,250,000
- **MH Rehab Contracts:** \$5,475,000

Estimated in-sourcing potential (Active Contracts): **\$4,210,425**

Data needs further refinement to determine true costs vs true in-sourcing costs

Staffing Recommendations – I&I



Add 3 FTE – Utility Technicians

Focused on I&I related inspection and manhole rehab work

Justification

- LCA has 1 FTE focused on I&I related work
- Contract pricing for I&I work is high
 - Number of bidders low (LCA to conduct contractor open house)
 - LCA asking for custom solutions increases bid amount
- Internal staff capable of doing I&I related field work
 - Short term – insourcing costs need to be fully understood by doing the work
 - Preliminary analysis shows significant cost savings with insourcing work and equipment capacity to utilize inhouse
 - Better understand pace of work for DEP

Long term: Consider additional in-sourcing after DEP direction finalized and costs updated

Staffing Recommendations – I&I



Add 1 FTE - I&I Engineer

Internally source or hire an engineer to work with Arcadis to understand the full requirements of program and plan for long term project coordination.

Role Summary:

- Work with Arcadis to understand work requirements of successful I&I program
- Take ownership of the data and model development
- Coordinate SSES and construction related project work
- Developed standards for measuring I&I reduction and pursue written DEP acknowledgement
- Develop training program for required field work
- Evaluate internal costs of doing I&I work vs. contracted costs
- **Long term:** Develop internal capacity to manage evergreen projects

Affordability Assessment



Recommendation **Extend Capital Planning to 20 years**

Include expected future rates and operations increases:

- Account for long-term infrastructure lifecycles
- Help phase spending to reduce rate spikes and plan for rate stability
- Support strategic planning as well as alignment with long-term community needs
- Encourage decision-making cohesion across leadership transitions

Recommendation **Affordability Forecast**

- Forecasting and Scenario Planning
- Model future affordability impacts under different rate increase scenarios
- Evaluate how planned capital investments/debt service will affect rates and customer burden over time
- Community & Stakeholder Input
- Consider collecting feedback on perceived affordability challenges and barriers to assistance participation.

Finance/Affordability – Billing Rates



Evaluation of Monthly Billing

- Good for household budgeting but doesn't change cost to customer
- Requires additional meter reader and administrative staff and overhead, adding to higher costs
- Further evaluation into technology
 - Installment billing options in Munis
 - Monthly autopay feature already available in LCA's online bill payment portal
 - Could be featured more prominently on website or recommended by CSRs

Finance/Affordability - Staffing



Add 1 FTE – Business / Rate Analyst

Role Summary:

- Pursuit of grants and other funding
- Analyzing project information for transparency, cost justification, and rate approval
- Consolidating internal and external rate setting and collections processes
- Work with communications team to provide information on rates, customer impacts
- Support other financial / business analyses currently under way or envisioned (affordability, system acquisitions, others)



Questions?

Recommendations Summary

Staffing

Lead Program Administrator
5 Lead Program Utility Technicians
I&I Engineer
3 Sewer Program Utility Technicians
Business / Rate Analyst

Process Projects

Technology and Data Master Plan
CMMS Evaluation
Project Success Criteria
Affordability Assessment